



# GENDER PAY GAP REPORT

March 2022

# 1.0 Foreword from our CEO

I am delighted to introduce our second gender pay gap report. We have made good progress over the past year and marginally closed the gap between the average male pay and average female pay. However, the numbers have been partially impacted as a result of the acquisitions we made in 2021 and so our work continues.

Whilst our industry has historically been heavily male dominated in terms of senior roles, there are positive indications that we are heading in the right direction of being a fair and inclusive employer by recognising and evolving female progression in Seventeen Group. This is demonstrated in the 'Upper Middle Quartile', where the number of females now exceed that of males. This result comes as a reflection of deserving female promotions over the past year, which gives me great pleasure declaring they are all purely based on merit.

Seventeen Group acknowledges the continuous journey to further women's progression in the workplace, which is something we will work harder to do every year.

Alongside this, I am pleased that our Human Resources department have put in place initiatives to aid closing the gap even further which includes reviewing our recruitment process, to ensure we are seeking a balance when considering new appointment within the Group. Seventeen Group wants to attract the very best talent from all backgrounds to guarantee a more diverse workforce.

As we know, there are no quick fixes to an issue which has been too prevalent in our industry for too long, but I think we can make huge progress over the time ahead and we most certainly want an ethos consisting of equality of pay and equality of opportunity.

We are committed to regularly sharing our progress on this with our colleagues, shareholders, and the wider community over the coming years.



## Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Paul Anscombe

## 2.0 Requirements and Definitions

### Legislative Requirements

Gender Pay Gap legislation, under the Equality Act 2010 requires employers in the United Kingdom with 250 or more employees to calculate and publish a snapshot of their data covering a 12-month period on an annual basis explaining the difference in the pay of male and female employees.

This report details the mean and median gender pay gaps as well as a breakdown of pay quartiles throughout Seventeen Group incorporating all subsidiaries. The following terms referred to throughout the report are defined as:

### Definitions

#### Mean gender pay gap

Mean refers to the 'average' within a dataset. This is calculated by taking the sum of all employee's hourly earnings within the snapshot dataset and then dividing this total by the overall number of employees in the dataset.

#### Median gender pay gap

The median represents the mid-point of a dataset. This is found when sorting all male and female's hourly rates of pay in order and finding the mid-point.

#### Pay quartiles

Pay quartiles are determined by splitting the dataset you have of male and female, then dividing it into four equal pay bands. The proportion of male and female in each quartile pay band will then make up that 25% of earners.

# 3.0 Our Numbers

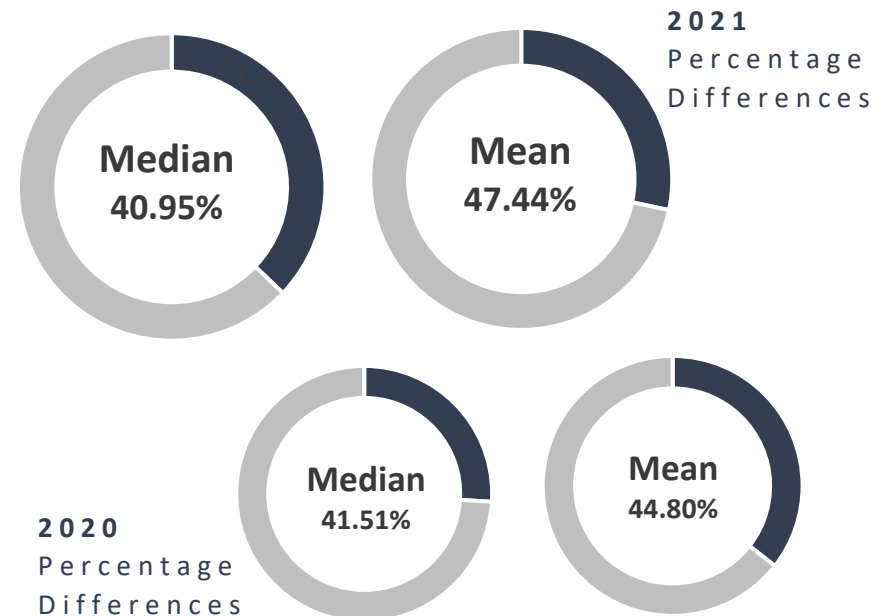
Mean and Median

Our gender pay gap figures have been calculated in line with the government regulations.

What we know:

Although Seventeen Group has increased by over a quarter of its employees that we had from the previous capture date of 5 April 2020 (mainly due to the onboarding of acquisitions), we have proved to remain relatively consistent with an equal comparison across data from the two years for our median and mean percentages.

We recognise that our workforce profile incorporates more males in senior roles relating to the increased difference in our overall pay gap, however since 2020 our median gender pay gap has improved by 0.56% and the mean gender pay gap has unfortunately increased slightly by 2.64%.



40.95%



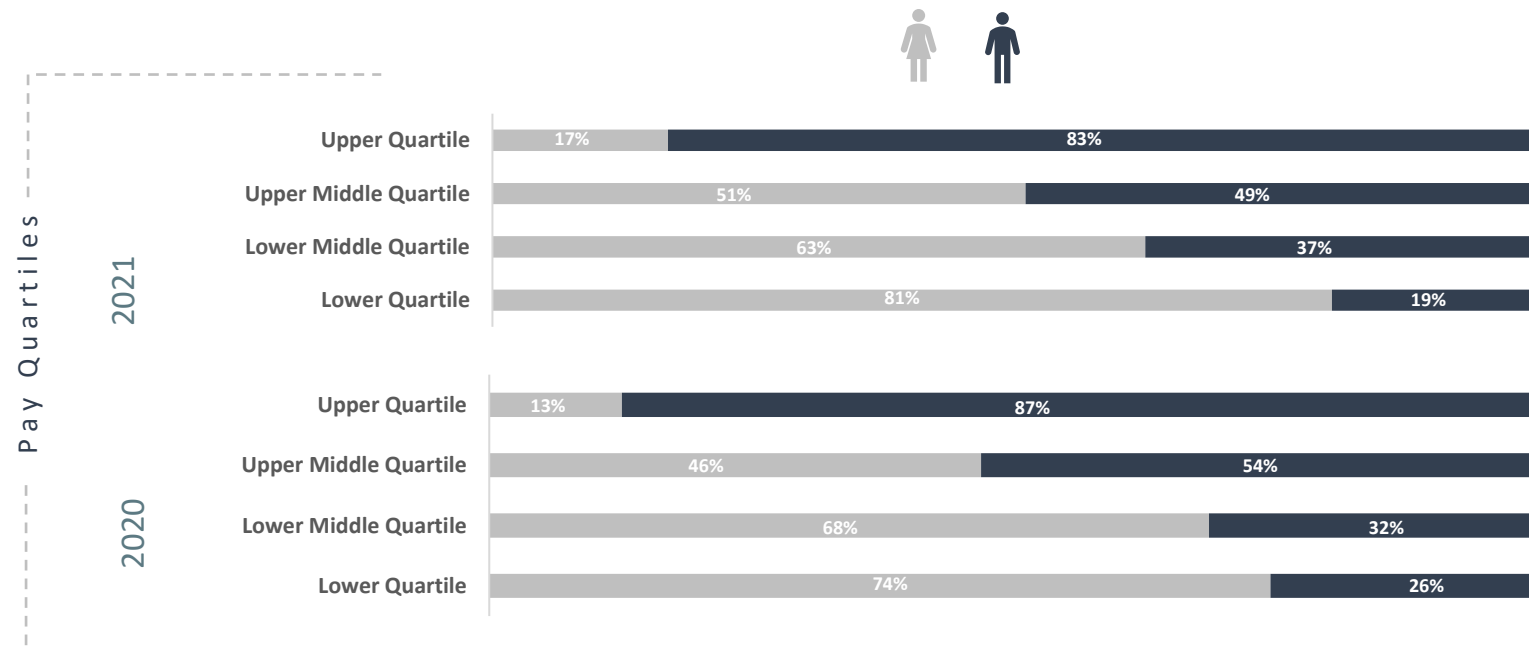
47.44%

# 3.0 Our Numbers

## Quartiles

The pay quartiles have only slightly changed across the business; however, we acknowledge there is more to do in moving toward lessening the gender pay gap and representing females in more senior leadership roles and into higher pay quartiles.

The number of female positions across the business have improved across all pay quartiles, nevertheless Seventeen Group strive for advancing and supporting more female colleagues into senior roles and therefore seeing a more balanced approach over the quartile sections in the future.



## 4.0 Next Steps

### Taking Action

We are committed to closing the gap and this determination is fully supported by the Board of Directors, as Seventeen Group continues to grow as an organisation with a focus on creating an inclusive working environment. We are encouraged by the actions that have already been taken since we last reported even if many of these changes have not been significantly reflected in the data in this report.

Recapping on the Gender Pay Gap report, we know that our gap still needs improving due to a lower percentage of females employed in senior roles within the business. This split is fuelling our gender pay gap and we are focused on getting the balance right across all roles within Seventeen Group.

### What we have done so far...



#### Internal Improvements

- Reviewed and improved Company's development programmes and framework – by having this improved framework in place, not only has it given clear guidance to those wanting to develop within the Company but has already identified female's due for promotions into senior roles as demonstrated in the Upper Middle Quartiles.
- Examined and addressed gender pay gap differences within comparable groups to increase our understanding of how they have arisen.
- Leadership Conference taking place and the Company offering opportunities by putting forward and nominating females in senior roles to be speakers/captains.



# 4.0 Next Steps



## Policies

- Updated Parental policies which have enhanced both Maternity, Adoption and Paternity pay.
- Increased flexibility for hybrid working - this will provide support to help women returning from maternity leave and retaining talent within the business.



## Training

- Compulsory training for Diversity, Inclusion and Unconscious Bias for all management to ensure leaders understand their role in supporting equality but also to be aware of unconscious bias within the workplace.
- Improved Seventeen Group's mentoring programme by inviting more females, in senior roles to the mentoring programme. This will create positive female role models and to hopefully also encourage movement internally.

## 4.0 Next Steps

### Our continuing commitments



- To continue, support and drive a more diverse leadership team through increasing the number of women in senior management roles.
- The business to put into place a 'Women in Leadership' Programme.
- Recruitment workshops/training to enhance managers wider opportunities to recruit women into senior positions.
- Strengthening our female talent pipeline through robust talent management and succession plan processes and development conversations.
- Work with Senior Management to analyse and understand the gender split on a senior level and put in place actions to improve this position.
- Review our recruitment agencies to investigate the following:
  - o Their working methods to achieve diverse shortlists.
  - o To provide gender-balanced shortlists.



**Katy Bruce, Head of HR**





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